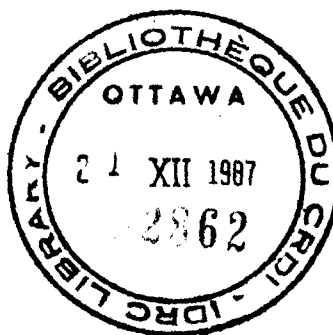


STATEMENT BY THE PRESIDENT
TO THE ANNUAL MEETING OF THE BOARD OF GOVERNORS
OF THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

September 20, 1971

1. There is a long tradition that the annual meetings of governing councils such as ours begin with a statement by the Chief Executive Officer which reviews the year's operations carefully highlighting successes and excusing omissions and misadventures. Despite my wish to cultivate an image of originality by being non-traditional, I find I cannot forego the joy of exercising the prerogative that tradition gives to me as leader of the IDRC's management. Accordingly, this statement will review briefly the highlights of our activities in the past eleven months, and it will be significant only for its studied neglect of our omissions and misadventures.

2. The Centre was launched last October by a statement of the Chairman in which he reviewed the corporate objects of our endeavour as set for us in the Act of the Centre's establishment by the Parliament of Canada. These objectives have served as the central guide to the activities of management throughout its first year of operation. I would like to build my statement to you around what has been done to implement our purposes.



3. The Act states:

"The objects of the Centre are to initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical and other knowledge to the economic and social advancement of those regions, ..."

The Centre has focused initially on several of the dimensions involved in the generation, adaptation and application of scientific and technical knowledge to the problems of development. To this end we have approved 15 projects involving a commitment of approximately \$1.3 million. These projects range widely over development problems. Some provided support for seminars to facilitate a wider interchange among scientists; some gave assistance for discovering new technologies that would be useful when subsequently applied in production processes in less-developed nations; some funnelled help to improve in various ways the infrastructure of world services available to support development activity in low-income nations.

4. This group of approved projects exhibit little obvious cohesion. Each springs from an activity generated in one of the four program areas now covered by the Centre; these are: Agriculture, Food and Nutrition Sciences; Information Sciences; Population and Health Sciences; Social Sciences and Human Resources. In the course of the past year, each of these program areas has been building an internally comprehensive activity involving several components that reach out in distinct but

related directions. This program of work was set forth in the budget for 1971-72 that was approved last March; it is strengthened and elaborated in the budget for 1972-73 to be considered at this meeting.

5. In the year ahead, many of the projects now under preparation will reach fruition; their implementation will give our activities a more evident cohesive shape. In the coming year the efforts of the Centre management will be directed toward bringing a greater unity to the projects spawned within each of the program areas and to insuring a closer interaction among the activities of all four areas. I expect to see in the next twelve months a shift in focus from building the activities of four separate programs to a greater concentration on unifying the work of the professional divisions to bring each into an emerging program whole.

6. The decision of this Board at its inaugural meeting was to bias our early development toward an examination of the problems of enhancing the welfare of peoples living in rural areas. I suggest that this bias remain with us in the year ahead but, with your permission, I will utilize some of the budget resources in the year 1972-73 to expand our program activity to include a fifth program thrust into the broad category of science and technology as it relates: (1) to the problems of small and medium scale industry, and (2) to the overall development of applied sciences in low-income regions. We have already

begun work in these areas through support of activities in science policy. Our experience with these activities, and in anticipation of a growing resource base for Centre operations, it would be desirable to complement the existing program areas by extending our work to embrace several components of what has come to be called 'science and technology'.

7. I anticipate also that in the year ahead we will wish to lay the groundwork for an expansion in 1973-74 of our research into the technological problems of urbanization. Accordingly, in the year ahead, I anticipate asking the Director for Social Sciences and Human Resources to give attention to what useful role the Centre might play if it were to launch activities that reach beyond rural-urban dynamics into the core of urban problems.

8. In our activities to date, and in those projected under our corporate objectives, we have given relatively little direct attention to the problems of planning for development; or to the issues of trade and development; or to the manifold questions of the interaction of science and technology and human values, including the relationship between development and the quality of life and of the environment; or to the enumeration and solution of problems of unemployment; to name but a few of the topics that dominate conferences on development. Our approach to these and many other issues has been to strike at what

appear to be the elements underlying their emergence as perceived problems. For example, we have partially supported a study of the specific non-tariff barriers having an impact on the trade between selected developed and developing nations. We are actively seeking to assist in improving world mechanisms for transferring to developing countries a vast array of technologies now available in developed nations; an activity that has crucial implications for world trade patterns. We are concerned with the nature of the educational process in developing countries and especially the relation between education and employment opportunities. Our program in demography and social sciences is seeking to uncover the causal elements underlying labour force changes, migration patterns and population growth. Our work in rural-urban dynamics in association with agricultural sciences will examine the feasibility of establishing intermediate urban centres to absorb surplus rural populations by providing employment opportunities in small and medium scale industry or service enterprises drawing upon local raw materials and products. Indeed, as the Centre's program of research support melds into a more unified whole, we will be mounting a direct assault on many of the core problems of development, not an attack on their surface symptoms.

9. The Centre management has not felt it useful to add to the already large sums available through various agencies for support of activities in economic planning, or for the support of projects that

seek to prepare such development plans whether national or regional in scope. The Centre staff fully recognizes that these activities are critically important to the overall process of development. But they are now heavily assisted by many other agencies, public and private, bilateral and multilateral. We have given to our corporate purposes a more narrow interpretation, a concern with research that will generate new knowledge for development drawn from science and technology.

10. In the past year the Centre has brought its resources to bear on problem areas that have regional or global significance. Through a co-operative arrangement with the Canadian International Development Agency and with other national and multilateral donor agencies, the Centre has diverted all requests for direct technical assistance where such assistance would benefit a particular institution or nation with little residual gain available for capture by other institutions or nations in the developing world.

11. I do not anticipate any change in our concern with problems that have regional or global implications. Our search for viable projects will continue to centre on activities that have implications stretching beyond the borders of one country. To this end, we will be opening four or five regional offices of the Centre in the Caribbean, Latin America, Africa and Asia. These offices will be staffed by persons chosen from the region and they will be used to liaise between the Centre and the governments and institutions in each region.

12. Our Act of establishment provided four enabling provisions through which we could attain our objectives. The first of these is:

"to enlist the talents of natural and social scientists and technologists of Canada and other countries;"

The Centre began operations last October with seven Officers and a small group of supporting administrative personnel. At the present time, the Centre staff has close to 75 staff members, including nine Officers and twenty-seven senior and junior professionals. The staff is drawn from several nations, with a growing number being recruited from developing countries. I anticipate adding in the next year about fifteen more professionals to the program staff, and about ten senior employees to staff and operate our regional offices. Many of our senior professional program staff are located outside Ottawa. Centre offices have been opened in Saskatoon, Saskatchewan; Guelph, Ontario; Montreal and Quebec City, Quebec and Sussex, England. We will be shortly opening offices in Singapore and on Canada's East Coast. With appropriate approval of the Government of Singapore, the Centre's office in that country will be our Asian regional office.

13. To date the Centre has assembled a truly remarkable staff of talented professionals. The senior program staff members have had extensive experience in developing countries working on the solution of development problems, and all have professional backgrounds that straddle research activity in several different but related disciplines. Future recruitment will continue to stress the importance of experience and

professional reputation and attainment as well as a multidisciplinary grasp of development problems.

14. The second enabling provision set for us is:

"to assist the developing regions to build up the research capabilities, the innovative skills and the institutions required to solve their problems;"

Of the four enabling provisions, the management considers this the most important. We have sought to meet this objective by seeking opportunities to support directly the work of scientists in the developing countries. We have done so recognizing the important time elements involved in the trade-off between the transfer to a developing country of technologies generated in a developed country and the often more lengthy process of striving to build the capacities and skills that will eventually enable indigenous scientists and technologists to find solutions appropriate to their own development problems.

15. The Centre's program in Information Sciences is focused on strengthening the world's capacity to transfer technologies derived in one country that are useful to the development of another country. To this end we are working with the United Nations and with several technical advisory services in developed countries while simultaneously seeking to establish in several developing nations a more effective capacity to acquire and utilize technologies developed elsewhere.

16. Concurrently with our efforts to create an improved mechanism for transferring technical knowledge between countries, we are striving through our projects to enhance significantly the ability of local research workers to generate the knowledge necessary to accelerate the development of their own societies.

17. The apposition between the creation of technology outside a particular nation and its subsequent transfer to users within that nation, and the creation within the nation of the skills and capacities to derive their own technologies is at the core of the work of the Centre.

18. Our approach to this problem has been to pass to the developing countries themselves the opportunity and the responsibility for choosing how best and for what priority they would use our support. Simultaneously with passing to them the opportunity for decision-making, we have passed also direct control over the utilization of our assistance. Accordingly, our grants for project support are transmitted with relatively brief letters of agreement and our requirements for periodic evaluations and a monitoring of the activities undertaken with our assistance have been kept to a minimum constant with the prudent management of Centre affairs. I do not expect this to alter in the future.

19. It is likely that as the Centre's operations grow and become more elaborate, the focus on building research capabilities in developing

regions will intensify and come to dominate our project and program activities. I think we have begun well and are succeeding in laying the foundation upon which the Centre will build a philosophy of assistance to developing country research workers that is unique among world assistance agencies.

20. It is the opinion of the leadership of the Centre that the essence of development is the expansion of a country's gross national product measured in per capita terms. The Centre has, therefore, given emphasis to project proposals which have direct implications for the two elements of this ratio. However, the Centre staff is very much aware of the issues of distributive justice and for the need of a developing nation to use as effectively and as efficiently as possible its full range of available resources, especially its human resources, in the development process. Accordingly, the Centre's project roster includes now and will include in the future activities concerned with methods of providing more equitable distributions of income and wealth, and of assuring a wider range of productive opportunity for all people in a nation. To date much of the Centre's work has stressed the identification and preparation of projects that will contribute to enhancing production within a framework of enlarged opportunities for those members of the society whose skills are least and whose wealth is small. The Centre staff believes that by directing support for work

that answers these two aspects of development, we will be contributing in major measure to the attainment of a wider social justice. I do not anticipate any change in the influence on our operations of these separable but joined aims.

21. The third and fourth of the enabling provisions are:

"to encourage generally the co-ordination of international development research; and

"to foster cooperation in research on development problems between the developed and developing regions for their mutual benefit."

I bring these two together because Centre activities to fulfill these purposes are not easily separated. The Centre staff has participated with many different agencies seeking to better co-ordinate research on development problems and to better foster co-operation between developed and developing regions in research for development. Centre talent and Centre resources have been used to catalyze development activities through several UN agencies. In the Information Sciences, the Centre has given significant leadership and material aid to effecting the implementation of the chapter on information requirements contained in the study made by Sir Robert Jackson on the capacity of the UN family of Organizations to assist developing countries. The Centre is now engaged in discussions with the National Research Council of Canada and with several Asian countries to permit a closer working between the Council's technical information service and the needs of small-scale

industry in Asia. In Population Sciences, Centre consultants and staff have been active contributors to the co-ordination and development of many aspects of world research into population problems. The Centre has provided support to the World Health Organization to permit it to give more forceful leadership to an expanded program of research, development and training in human reproduction. The Centre is actively co-operating with the major private and public agencies of the world in promoting collaborative research activities in fertility regulation, demographic studies, and family planning delivery systems. The Centre is a member of the Consultative Group for International Agricultural Research convened by the World Bank, the Food and Agriculture Organization of the United Nations and the UN Development Program. The Group was established to assure the co-ordination of donor efforts in the support of international agriculture research and the Centre was active in the early stages of the convening of this Group. The Centre has contributed staff time and support, and consultant help to the operations of the Technical Advisory Committee established by this Consultative Group. The Centre has participated with several other organizations in Europe and North America to bring together research workers concerned with the post-harvest handling of crops; and among many other activities too numerous to mention, the Centre is providing significant assistance to co-ordinating work being undertaken worldwide in the important field of the biological control of insect and animal pests that prey on crops, livestock and human hosts. In the Social Sciences, the Centre has

co-operated closely with the work of agencies of the UN, private and public aid agencies in the United States, the U.K., and in a very preliminary way, with organizations in France, Sweden and Denmark.

22. The Centre has been an active participant in fostering work on science and technology for development and in defining the role of international aid agencies in developed countries acting in support of science and technology . One Centre staff member is active on the steering committee of the Pugwash group of scientists concerned with science and technology for development. Another Centre staff member is actively participating in a small high-level committee examining the importance of science and technology in development established under the auspices of the Chairman of the Development Assistance Committee of the OECD. (I anticipate placing before you at a subsequent meeting a project that would provide partial support for the initiative the DAC is taking in trying to assess potential donor assistance in science and technology for developing countries.) This same staff member is also member of a small committee established by the U.S. National Academy of Sciences to assess the role of donor agencies, private, public and multilateral, in fostering further work on science and technology for development. The Centre staff is also involved closely with the activities of the world's major aid agencies, bilateral and multilateral, as they approach the issues of assisting and encouraging the research that will be of use to developing nations. I think it is fair to say

that the IDRC is among the most active of world organizations in striving to provide the kind of leadership that was envisaged when these objectives were set for us.

23. In many respects the concerns expressed to us by Mr. Bauchet in a closing intervention of the March meeting of this Board are being tackled on a broad scale by these several initiatives that seek to examine science and technology for development. A copy of Mr. Bauchet's remarks are appended to this statement. While it is impossible to provide cogent and clear answers at the present time to the several critical questions he raises, these questions are before the Centre management and the search for their answers will be a frequent and recurrent matter before this Board at future gatherings.

24. The Centre has also built ties in all of its four program areas to organizations and agencies in the developing countries. These ties will become more substantial and much stronger once the Centre establishes and staffs its regional offices.

25. As I look back upon the Centre's first year, I find myself assailed with a sense of impatience that we have not moved faster. But I think it would be unfair to our staff and to those who provide our support if we were not to conclude that we have succeeded in setting a course for the institution that will fulfill its objectives. While

the program areas are still undergoing an evolutionary process, the budget document that we will be turning to later gives some indication of the sense of program identity that is emerging in each of our areas of operation. Next year's document will examine much more critically the overall thrust of the Centre against a background of two years of experience with operations. Now that the office of Public Information has been established (and a major omission corrected), the management will be circulating to you a periodic Governors' Newsletter which I hope will reflect some of the evolution of our program components. I am tempted to begin such a statement here but I think it would be wiser to let it emerge during our deliberations and through the medium of periodic communications. Although there are many things that would have been done differently if the knowledge of hindsight had been substituted for the uncertainties of foresight, I think my colleagues, under the guidance of the Board, have built well.

Budget

26. I have few comments to make on the budget that we will be struggling with as part of our agenda. The document is self-contained and reasonably complete. I will be recommending to you that we ask CIDA for \$14.0 million for Centre operations in the fiscal year 1973-74. This has implications we will need to explore. If such a level of support is forthcoming, and I hope it will be for I think we can use it wisely, we would be set on a course that would call for \$20.0 million in fiscal year 1974-75, the fifth year of our operation. Cumulatively,

such levels of cash grants to the IDRC would mean a total of approximately \$46 million during the first five years of our operation, a not insignificant increase over the "minimum of \$30 million" suggested by the Secretary of State for External Affairs, Mr. Sharp, when he indicated a possible first five-year budget to Parliament at the time the Government introduced our Act of establishment.

27. The budget itself is drawn on the assumption that in the immediate years hence, there will be a substantial growth rate in IDRC receipts from the Canadian Parliament. If I have a criticism of the budget, it is that we are spreading small resources much too thinly to have a real impact in any one area of endeavour. We do so because we believe that there will be available to us in future years substantially larger resource blocks that can and will be allocated to an intensification of each of our areas of activity if experience shows that further resources can be employed productively. (If the latter is not the case, or if it is clear that productivity in any area will require very much larger resource inputs than the Centre is likely to have in the foreseeable future, we will drop that particular area of activity.)

28. The budget has also been drawn on the assumption that this Board will want to continue to engage in development problems across a fairly broad front, and that the front will widen somewhat as more resources become available and as our staff and management gain additional

experience in handling the resources we have now. There is a 'nickels and dimes' quality about the present budget that suggests, in the words of Mr. Bauchet, that "the research themes upon which we are planning to concentrate actively seem to lack definition". While I think that this is not the case, the budget does have somewhat the appearance of a little here and a little there and joy for all. To a certain extent the budget reflects the internal process of discussion and struggle among the Centre's senior staff and contains their several judgments of the priorities and importance of each activity to fulfilling the purposes of the Centre.

29. One technical comment on the budget: I have asked for an unallocated reserve of \$500,000 to be placed at my disposal. I anticipate using these monies as a contingency for our establishment of regional offices, and to finance a new program area in science and technology if the Board approves of such an addition.

Appointments

30. Let me close with a few housekeeping details.

31. I will ask you to appoint Mr. Louis Rousseau as Centre Vice-President. If appointed, Mr. Rousseau will begin his duties with the Centre on November 1st, and, for the present, will be located at the Centre office in Quebec City.

32. I will ask you to confirm the action of the Executive Committee and appoint Mr. Bhekh B. Thapa as Centre Vice-President.

33. I have asked Mr. Thapa to undertake the responsibility for the Centre's relations with developing country governments and to begin the task of building the Centre's regional staff. I have asked Mr. Rousseau to give particular attention to the Centre's relations with institutions and governments of the developed countries and to take responsibility for overseeing and co-ordinating the Centre's program activities in Canada and particularly the relation of these activities to Canadian academic institutions and other organizations. Mr. Rousseau will also give some attention to the delicacies of co-ordinating the Centre's activities with the research activities supported by the Government of France in the developing countries of the francophone block.

34. I have appointed Mr. Robert J. Grenier as the Centre's Public Information Officer. Mr. Grenier will work under the direction of my office and be responsible for all the Centre's publicity releases.

35. I have appointed Mr. Lang Y. Wong as Associate Director for Industrial Technology to work under the direction of Mr. John E. Woolston, Program Director for Information Sciences. Mr. Wong will be located at an office the Centre will open in Singapore. He will be primarily

concerned with the problem of transferring small-scale industrial technologies among nations and the establishment of appropriate extension and consultancy services to assist small and medium-scale entrepreneurs within different Asian nations.

36. I have appointed Mr. W.H.L. Allsopp as Associate Director of Fisheries to work under Mr. J.H. Hulse, Program Director for Agriculture Food and Nutrition Sciences. Mr. Allsopp will have general responsibility for developing the Centre's program of support in fishing sciences. He will be located at a suitable office on the Canadian East Coast when he joins the Centre staff in early 1972.

37. I have appointed Mr. R. Needham as Program Research Officer of Information Sciences. Mr. Needham will work under the direction of Mr. John Woolston, Program Director for Information Sciences and will be located at the Centre's head office in Ottawa. Mr. Needham will have responsibility for various activities in the Information Sciences division including the preparation and production of scientific and other reports prepared by Centre staff.

38. Bio-data information on these appointments is annexed to this statement.

Business Details

39. As this is the annual meeting, there are many housekeeping and business details to be touched on.

40. I will be asking for the re-appointment of the present slate of Centre Officers and I will be recommending appropriate salary increases for these Officers, increases that are in accordance with the recently announced augmented salary schedules for the senior administrative personnel of the Government of Canada.

41. You have all been notified of proposed changes in our By-laws. Because of some uncertainties regarding a quorum for the Executive Committee, and because of difficulties in convening at short notice the full membership of our Board, I have asked the Secretary to prepare an amendment to the By-laws which would permit the Board to designate whom it wishes to the Executive Committee without a size restriction above seven members. The other amendment to the By-laws seeks to tidy an inadequate wording regarding the designation of signing authority for Centre accounts. The inadequate wording was called to our attention by the Auditor General and I agreed to place before you at this meeting an appropriate amendment to cover the objections.

42. I have recommended to the Chairman that the authority to approve projects given to the Executive Committee at our inaugural meet-

ing be increased. At our first meeting, the Board gave to me discretionary authority over projects whose grant did not exceed \$20,000, and to the Executive Committee authority to approve projects whose total value did not exceed \$150,000. As the Executive Committee is now being enlarged, and as the senior management of the Centre has felt it desirable to use Board meetings for a more general discussion of Centre policies, I am recommending giving authority to the Executive Committee to approve projects whose total value is not in excess of \$500,000. I am not asking for any alteration in my discretionary authority.

43. Included in the documents, you have received the details of contracts signed between the Centre and CIDA and between the Centre and CIAT and CIMMYT. These cover our operation as the executing agent on behalf of CIDA for its support of research at CIAT for the improvement of the production of Cassava for its more effective use in the production of pork; and for support of research at CIMMYT in furthering the development of Triticale as a new cereal for agriculture.

44. A Project Docket contains details of projects recently approved under my authority.

45. We are faced with a large agenda and these remarks have been overly lengthy. I would like to conclude, however, with the wish that the coming year will be as productive and as satisfying to the management

and staff of the IDRC as has been the year past. It is my belief that with the guidance and direction of this Board, the Centre cannot fail to continue to grow as an institution pioneering a significant new approach to the problems and opportunities of development.